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CERTIFICATE PROGRAM HUMAN RESOURCES STUDIES

12-course certificate series from
Cornell University's School of Industrial and Labor Relations

- ILRHR501 **Issues and Concepts in Equal Employment Opportunities Law**
- ILRHR502 **Employment Laws for the HR Professional**
- ILRHR503 **Fundamentals of Retirement Benefits**
- ILRHR504 **Fundamentals of Welfare and Flexible Benefits**
- ILRHR505 **Organizational Culture and Work/Life Balance**
- ILRHR506 **Communicating and Coaching and Counseling for Improved Performance**
- ILRHR507 **Applying a Compensation Model: Internal and Legal Considerations**
- ILRHR508 **Expanding the Compensation Model: External and Structural Considerations**
- ILRHR509 **Selection and Staffing: The Selection Process**
- ILRHR510 **Selection and Staffing: The Staffing Process**
- ILRHR511 **Assessing, Designing, and Implementing Performance Management Systems**
- ILRHR512 **Achieving Year-Round Performance Management and Appraisal**



Course Experience—Program Quality

eCORNELL

Course Experience — How it Works

eCornell offers a proven, patent-pending model for successful management development and incorporates the best aspects of online and traditional classroom learning, including:



Learning experiences that target individual competencies and skills



Engaging and rigorous course design that centers on authentic business scenarios and provides the resources and tools learners need to resolve the issues they pose



Asynchronous collaboration activities that contribute to knowledge and experience sharing among the course participants and the course instructor



Course projects, discussion forums, and job aids that help participants apply their new skills to real organizational situations



New skill development through interactive assessments and simulations

Program Quality Drives Motivation & Results

eCornell is not your typical e-learning experience. Our Structured Flexibility™ and active instructor facilitation provide course milestones that build motivation and result in industry-leading completion rates.



Ninety two percent (92%) of students complete their course, two to four times the e-learning norm, and even more, 93%, rate their overall experience as good to excellent.



Ninety five percent (95%) of students say the material is applicable to their job responsibilities, and 93% say that what they have learned will directly impact their performance.



In the end, 95% of students would recommend to their peers that they take an eCornell course.



Certificate Human Resources Studies



e CORNELL

Overview

Human Resources is an evolving and dynamic field that challenges the ability of even the most seasoned professionals to keep abreast of policies, procedures, compliance requirements, and best practices. In response to these demands, eCornell has partnered with Cornell University's School of Industrial and Labor Relations (ILR) to adapt its renowned Human Resources Studies Certificate Series for convenient online delivery. This series of 12 courses focuses on fundamental issues related to employment law, employee benefits, employee relations, compensation, selection and staffing, and performance management and appraisal.

Designed for generalists needing to acquire targeted skills as well as specialists needing to broaden their knowledge, these courses deliver the expertise HR professionals need to improve their performance, add greater value to their organization, and advance their careers. Participants who earn the Certificate in Human Resources Studies possess a recognized and highly-regarded credential to give them the competitive edge they are seeking.

Component Courses

To earn the Human Resource Studies Certificate, students must complete the following 12 courses totaling approximately 72 hours of learning:

- ILRHR501 **Issues and Concepts in Equal Employment Opportunities Law**
- ILRHR502 **Employment Laws for the HR Professional**
- ILRHR503 **Fundamentals of Retirement Benefits**
- ILRHR504 **Fundamentals of Welfare and Flexible Benefits**
- ILRHR505 **Organizational Culture and Work/Life Balance**
- ILRHR506 **Communicating and Coaching and Counseling for Improved Performance**
- ILRHR507 **Applying a Compensation Model: Internal and Legal Considerations**
- ILRHR508 **Expanding the Compensation Model: External and Structural Considerations**
- ILRHR509 **Selection and Staffing: The Selection Process**
- ILRHR510 **Selection and Staffing: The Staffing Process**
- ILRHR511 **Assessing, Designing, and Implementing Performance Management Systems**
- ILRHR512 **Achieving Year-Round Performance Management and Appraisal**

Target Audience

The Human Resource Studies Certificate is appropriate for Human Resource employees and managers seeking a richer, deeper understanding of human resources policies and practices from a leading Ivy League institution.

Accreditation

Participants who successfully complete all 12 courses in this series receive a Human Resources Studies Certificate from Cornell University's School of Industrial and Labor Relations. Each two-course program in this certificate series has been approved for 12 recertification credit hours toward PHR and SPHR recertification through the Human Resources Certification Institute (HRCI). Please contact the Human Resources Certificate Institute (HRCI) for further information about certification or recertification.

In addition, Cornell's School of Industrial and Labor Relations (ILR) will award .6 Continuing Education Units (CEUs) to students who successfully complete any of the courses in the Human Resources Performance Management Certificate series. Students can apply to the ILR school for the CEU units after they have completed both courses in a program.



Course Overview

Employers have a legal obligation to provide a safe working environment and to make certain that all employees are treated equally in accordance and compliance with state and federal regulations. It is therefore imperative that managers have a sound understanding of the complex and changing legal issues and mandates that govern the workplace. Using case studies, this course will cover the fundamentals of employment laws and practices and how to apply them to daily operations and special situations. In particular, the course will focus on the major laws governing the workplace, including: the Family Medical Leave Act (FMLA), Occupational Safety and Health Act of 1970 (OSHA), and Fair Labor Standards Act (FLSA). Participants will also learn about the relationship between Equal Employment Opportunity (EEO) and Affirmative Action (AA) laws and the concepts and practices governing diversity in the workplace.

Target Audience

This course is critical for human resource managers, directors, and supervisors in any organization looking for a working knowledge of the laws and practices governing employee relations and the skills necessary for managing and preventing employee-related legal issues.

Organizational Outcomes

Participants who complete this course will be able to:

- Identify and proactively minimize risk related to employment issues
- Recognize and manage EEO, AA, and diversity issues within an organization
- Conduct an effective investigation of employment issues
- Collect and organize relevant information needed by legal counsel when seeking advice on employment issue

Course Benefits

In this course, participants learn about:

- Multiple laws governing the workplace
- Employees' legal rights and afforded protections under the law
- Implications of Equal Employment Opportunity laws, Affirmative Action laws, and diversity
- Strategies for proactively complying with laws governing the safety and equal treatment of all employees
- Mediation techniques for potentially volatile employee issues

Certificate

This course is part of the following certificates from Cornell University's School of Industrial and Labor Relations:

- **Human Resources Studies**
- **Human Resources: Benefits and Compensation**
- **Human Resources: Selection and Staffing**
- **Human Resources: Employee Relations**
- **Human Resources: Performance Management**

Faculty Author

Susan Brecher, Esq.
Director, Curriculum and Training Design
School of Industrial and Labor Relations
Cornell University



Course Overview

In today's litigious environment it is important for managers to have a sound understanding of the legal issues that govern individual employees and the workplace. Human resource professionals in particular are required to have in-depth knowledge of local, state, and federal employment laws, as well as the ability to apply these laws to daily operations and special situations. This course will introduce participants to the Family Medical Leave Act (FMLA), Occupational Safety and Health Act of 1970 (OSHA), Fair Labor Standards Act (FLSA), National Labor Relations Act (NLRA), and other state and federal laws that govern the work environment. Participants will learn how to apply their knowledge to the organization's employment practices in order to create an efficient, effective work environment that is mutually beneficial for employees and the organization alike.

Target Audience

This course is critical for human resource managers, directors, and supervisors in any organization looking for a working knowledge of the laws and practices governing employee relations and work environments.

Organizational Outcome

Participants who complete this course will be able to:

- Identify and comprehend federal, state, and local laws related to employment practices
- Design and implement a safe environment where all employees are treated fairly and equally and in compliance with federal, state, and local employment laws
- Anticipate and resolve employee matters before they become legal issues
- Recognize and respond to potential safety hazards
- Conduct a relevant, effective investigation into potentially litigious employment issues

Course Benefits

In this course, participants learn about:

- Key employment laws and theories of FMLA, FLSA, OSHA, and NLRA
- Pertinent state and local laws
- Application of employment laws to an organization's work environment and practices
- Information needed to seek legal advice on potentially litigious employment issues
- Conducting an effective investigation into employment issues

Certificate

This course is part of the following certificates from Cornell University's School of Industrial and Labor Relations:

- **Human Resources Studies**
- **Human Resources: Benefits and Compensation**
- **Human Resources: Selection and Staffing**
- **Human Resources: Employee Relations**
- **Human Resources: Performance Management**

Faculty Author

Susan Brecher, Esq.
Director, Curriculum and Training Design
School of Industrial and Labor Relations
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Course Overview

In this highly competitive, global economy, the success of an organization is highly dependent upon building and maintaining an excellent workforce. One of the primary strategies organizations can employ to attract highly qualified candidates is to offer a competitive benefits and retirement package. In this course, participants will explore the current benefits industry environment with a concentration on retirement plan options, and learn how to successfully negotiate and administer an attractive benefits package.

Target Audience

This course is crucial for human resource professionals who require a comprehensive understanding of benefits administration. It is also useful for high level managers and corporate officers who want to ensure that they can attract the best people to their organization by offering a competitive benefits package.

Organizational Outcome

Participants who complete this course will be able to:

- Design and implement a highly competitive benefits package for their organization
- Recognize the difference between defined benefit and defined contribution plans
- Identify the best retirement plans and present them for leadership consideration
- Explain the detailed features of retirement benefit plans to management and employees

Course Benefits

In this course, participants learn about:

- Skills necessary to accurately explain benefits information to employees
- Benefits/policy manuals, handbooks, and summary plan descriptions as tools for understanding, analyzing, and explaining employee benefits packages
- Retirement savings plan options and inflationary factors that erode buying power over time
- Advantages and disadvantages of defined contribution plans
- Ethical boundaries in advising employees about benefits plans

Certificate

This course is part of the following certificates from Cornell University's School of Industrial and Labor Relations:

- **Human Resources Studies**
- **Human Resources: Benefits and Compensation**

Faculty Authors

M. Michael Markowich, Ph.D.

Extension Faculty

School of Industrial and Labor Relations

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Deborah Peters

Teaching Associate

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Course Overview

In this highly competitive, global economy, today's successful organizations understand the relationship between building and maintaining an excellent workforce, and their ability to maintain profitability and a competitive edge. They also understand that to attract highly qualified candidates, the organization must offer a competitive compensation and benefits package. In this course, participants will learn how to design and implement a comprehensive benefits program that encompasses a multi-dimensional health plan, flexible spending account, and retirement plan. They will also learn how to design and implement Preferred Provider Organization (PPO) plans, and to how to clearly and effectively communicate the features of each program to management and employees.

Target Audience

This course is crucial for human resource professionals who require a comprehensive understanding of benefits administration. It is also useful for high level managers and corporate officers who want to ensure that they can attract the best people to their organization.

Organizational Outcome

Participants who complete this course will be able to:

- Research and negotiate a highly competitive welfare benefits package
- Apply an effective communication strategy to educate management and employees about the features of the benefits plan
- Create and implement a Preferred Provider Organization (PPO) plan for the organization
- Design and implement a flexible benefits or cafeteria plan and explain it in detail to employees and management
- Ensure that their organization's flexible spending program is in full compliance with Employee Retirement Income Security Act (ERISA) and Internal Revenue Service (IRS) regulations

Course Benefits

In this course, participants learn about:

- Features and advantages of a competitive benefits package
- Strategies for explaining benefits plan features and options to employees and management
- Plan designs and cost shifting options
- Legal obligations associated with flexible spending account programs

Certificate

This course is part of the following certificates from Cornell University's School of Industrial and Labor Relations:

- **Human Resources Studies**
- **Human Resources: Benefits and Compensation**

Faculty Authors

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Course Overview

When employees are dissatisfied or feel that organizational values do not align with their personal values, the result is often low morale, decreased productivity, increased absenteeism, and a growing turnover rate. The organization is expected to support a work/life balance. In this course, participants learn to identify internal and external factors that promote good employee relations and to develop a strong employee relations program that supports the values and desires of employees, while remaining compatible with the values of the organization.

Target Audience

This course is fundamental for human resource professionals, managers, and supervisors who want to develop and maintain a productive workforce in agreement with their organizational culture.

Organizational Outcome

Participants who complete this course will be able to:

- Identify and resolve employee relations problems related to organizational culture and work/life balance
- Mediate conflicts between organizational and personal values
- Organize programs and strategies to promote work/life balance in an organization

Course Benefits

In this course, participants learn about:

- Strategies for assessing the impact of organizational culture on employee relations
- The influence of organizational culture and values on employee relations
- Aligning organizational and employee values
- The effect of employee issues and concerns on an organization
- Approaches to positive employee relations
- Factors driving the trend toward an increased focus on work/life balance issues
- Work/life balance initiatives as a tool for increased quality and productivity

Certificate

This course is part of the following certificates from Cornell University's School of Industrial and Labor Relations:

- **Human Resources Studies**
- **Human Resources: Employee Relations**
- **Systems and Processes in Human Resources**

Faculty Author

Mary Rudder
Adjunct Instructor
School of Industrial and Labor Relations
Cornell University

ILRHR506 Communicating and Coaching and Counseling for Improved Performance



Course Overview

In a fast-paced, highly competitive marketplace, successful organizations understand that good employee relations depend upon a communication strategy that promotes clear, consistent, frequent communication with workers at all levels of the organization. When an organization fails to communicate in this manner, the result is decreased productivity. In this course, participants explore communication styles and strategies that are highly effective in addressing and resolving most employee relations issues. They also learn to use advanced coaching and counseling techniques to deal with more personal situations that impede individual productivity.

Target Audience

This course is crucial for all managers, supervisors, and team leaders who are responsible for employee relations in their organizations. It is also valuable to any professional who wants to communicate more effectively with staff and superiors.

Organizational Outcome

Participants who complete this course will be able to:

- Identify different means by which communication occurs within an organization
- Explain the connection between communication styles and communication problems
- Utilize appropriate communication styles to address employee relations issues
- Implement coaching techniques to resolve conflict and motivate, guide, and enhance employee performance

Course Benefits

In this course, participants learn about:

- Basic communication styles and their relationship to communication problems
- Systematic approaches to resolving communication problems
- Coaching and counseling techniques for enhancing employee performance and resolving conflict
- Corrective feedback as a method for addressing specific problems
- The importance of employee involvement in resolving problems

Certificate

This course is part of the following certificates from Cornell University's School of Industrial and Labor Relations:

- **Human Resources Studies**
- **Human Resources: Employee Relations**

Faculty Author

Mary Rudder
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Cornell University

ILRHR507 Applying a Compensation Model: Internal and Legal Considerations



Course Overview

Successful organizations understand that an employee compensation program aligned with organizational mission and values sends a clear message to employees about what is valued by the organization and creates an incentive for meeting the organization's strategic business objectives. This course provides participants with an understanding of the importance of aligning compensation programs with organizational mission and goals, legal considerations surrounding compensation issues, and the value of conducting a compensation program and job analysis to refine the alignment process.

Target Audience

This course is essential for managers, human resource professionals, and compensation practitioners who are responsible for the development of a productive, motivated workforce.

Organizational Outcome

Participants who complete this course will be able to:

- Devise a compensation program this is aligned with organizational goals and objectives
- Organize and facilitate an internal analysis of an organization's compensation program
- Implement a compensation analysis by job class
- Identify pertinent legal considerations surrounding compensation issues

Course Benefits

In this course, participants learn about:

- Fundamental concepts and components of total compensation
- Models for conducting an effective compensation analysis
- The value of aligning compensation to an organization's mission and culture
- Compensation strategies that support organizational goals
- The role of communication relative to compensation programs
- Legal considerations surrounding compensation issues
- Methods of job evaluation

Certificate

This course is part of the following certificates from Cornell University's School of Industrial and Labor Relations:

- **Human Resources Studies**
- **Human Resources: Benefits and Compensation**

Faculty Authors

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ILRHR508 Expanding the Compensation Model: External and Structural Considerations



Course Overview

In today's highly competitive, global marketplace, building and maintaining an excellent workforce is critical to an organization's success. It is also based on offering a compensation plan that is equal or superior to that of competitors. In this course, participants will learn to conduct an external market analysis of compensation within a given field. They will also learn how to identify reliable and accurate sources of data and how to compile, calculate, and analyze that data to design a highly competitive compensation program for their own organization. This course will also review the underlying principles, advantages, and disadvantages of merit and variable performance-based pay models.

Target Audience

This course is essential for human resource professionals, compensation practitioners, and managers who are responsible for the development of a productive and motivated workforce.

Organizational Outcome

Participants who complete this course will be able to:

- Conduct an extensive external compensation analysis of industry competitors
- Use external market data to design and implement a highly competitive compensation plan
- Recommend appropriate revisions of the organization's current compensation model
- Determine when a merit-based or variable pay plan is beneficial

Course Benefits

In this course, participants learn about:

- Reliable and accurate sources of data for an external market analysis
- External information as a context for internal decisions
- Factors that determine appropriate hiring rates
- Advantages and disadvantages of variable and merit-based pay plans

Certificate

This course is part of the following certificates from Cornell University's School of Industrial and Labor Relations:

- **Human Resources Studies**
- **Human Resources: Benefits and Compensation**

Faculty Authors

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Course Overview

An efficient recruiting and hiring process is instrumental to building an excellent workforce and succeeding in a highly competitive global market. Finding the best candidate for a particular position is both challenging and time consuming. Selecting the wrong candidate or taking too much time to make a decision can be costly and result in losing a highly-qualified applicant to a competitor. In this course, participants learn how to design and implement a structured, efficient search process that results in finding the most qualified candidate in a timely and efficient manner.

Target Audience

This course is critical for human resource and recruiting staff, managers, supervisors, and team leaders involved in their organization's hiring process.

Organizational Outcome

Participants who complete this course will be able to:

- Examine staff needs and accurately determine when to fill vacant positions or create new ones
- Design and implement a systematic approach to attracting and selecting highly qualified individuals to fill positions within an organization
- Design and implement a structured interviewing process to help ensure diversity in the workplace

Course Benefits

In this course, participants learn about:

- Determining hiring needs in an organization
- Elements of an effective job description
- Elements of an effective job posting
- The business case for workforce diversity
- Internal and external sources of candidates
- Effective selection criteria for an interview
- Structuring controlled interviews

Certificate

This course is part of the following certificates from Cornell University's School of Industrial and Labor Relations:

- **Human Resources Studies**
- **Human Resources: Employee Relations**
- **Human Resources: Selection and Staffing**

Faculty Author

Ronald M. Katz
Adjunct Faculty
School of Industrial and Labor Relations
Cornell University



Course Overview

Employees are an organization's most important resource. If an organization is to become a competitive force within its industry, staffing, employee retention, and the effective management of workforce reductions must be a priority. In this course, participants learn strategies for identifying and retaining high-potential and key employees, as well as efficient ways to handle planned and unexpected employee departures and workforce reductions. They also learn how to design and present reports that accurately measure the effectiveness of a human resources department's selection and staffing process.

Target Audience

This course is critical for human resource professionals, managers, supervisors, and team leaders in any industry and at any level of the organization who are responsible for, or play a role in, attracting and retaining a highly skilled workforce.

Organizational Outcome

Participants who complete this course will be able to:

- Implement highly successful strategies for retaining valued employees
- Manage employee departures and reductions in the workforce in an efficient and legal manner
- Use reports to demonstrate the effectiveness of a human resources department's selection and staffing process

Course Benefits

In this course, participants learn about:

- Elements of an effective orientation program and how it can be used as a retention tool
- Succession planning for future staffing needs
- Strategies for identifying high-potential employees and using career planning and integrated retirement planning to retain them
- Effective and legal strategies for managing downsizing
- Components of an appropriate exit interview
- Reports and tools that demonstrate the value of an organization's human resources department
- Issues that affect the selection and staffing processes

Certificate

This course is part of the following certificates from Cornell University's School of Industrial and Labor Relations:

- **Human Resources Studies**
- **Human Resources: Employee Relations**
- **Human Resources: Selection and Staffing**
- **Systems and Processes in Human Resources**

Faculty Author

Ronald M. Katz
Adjunct Faculty
School of Industrial and Labor Relations
Cornell University

ILRHR511 Assessing, Designing, and Implementing Performance Management Systems



Course Overview

The ultimate success of an organization is dependent on a highly productive workforce. If an organization is to increase productivity and achieve sustainable growth it must be able to effectively evaluate individual performance and manage change. This course explores several performance management systems and addresses the manager's role and responsibility for effectively administering performance appraisals. Through an interactive case study, participants will learn how to assess an organization's needs and how to design and implement an ongoing performance management system that is aligned with the organization's mission and values and results in a strong, productive workforce.

Target Audience

This course is critical for human resource professionals who are responsible for the administration of a performance and appraisal management system. It is also key for managers, supervisors, and team leaders who want to learn ways to constantly improve and enhance their workforce.

Organizational Outcome

Participants who complete this course will be able to:

- Design and implement a performance management system that maximizes individual and organizational operation
- Make an accurate assessment of a performance management system and develop strategies to strengthen and enhance it
- Identify the most effective type of performance appraisal system for a particular organization
- Overcome resistance to the implementation of a new performance management system

Course Benefits

In this course, participants learn about:

- Elements of a successful performance management system
- Highly effective performance appraisal instruments
- The importance of including stakeholders in the design and implementation of a performance management system
- Techniques for implementing a performance management system
- The suitability of different processes when designing a performance management system
- Managers' roles and responsibilities for effectively administering a performance management system

Certificate

This course is part of the following certificates from Cornell University's School of Industrial and Labor Relations:

- **Human Resources Studies**
- **Human Resources: Performance Management**

Faculty Authors

Cathy Lee Gibson
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Cornell University

Ronald M. Katz
Adjunct Faculty
School of Industrial and Labor Relations
Cornell University

ILRHR512 Achieving Year-Round Performance Management and Appraisal



Course Overview

The ultimate success of an organization is directly related to employee performance. In order to increase productivity and achieve sustainable growth, it must develop and implement a strong performance management and appraisal system that includes setting individual employee performance objectives that are aligned with the organization's mission and goals. It also requires supporting its managers' efforts to provide ongoing feedback and ensure timely follow-through. In this course, participants will learn how to develop individual employee performance objectives and development plans. They will also learn how to provide appropriate feedback and conduct effective performance appraisals that result in increased productivity and growth.

Target Audience

This course is critical for human resource professionals who are responsible for the administration of a performance and appraisal management system. It is also key for managers, supervisors, and team leaders who want to learn ways to constantly improve and enhance their workforce.

Organizational Outcome

Participants who complete this course will be able to:

- Develop a clear set of performance objectives
- Support managers in assessing and providing feedback to employees
- Select the most appropriate methods for providing feedback
- Plan and conduct effective performance appraisal meetings
- Design, implement, and support a development plan for individual employees
- Identify and overcome barriers to the employee development process
-

Course Benefits

In this course, participants will learn about:

- Properties of performance objectives
- Implementation of an objective-setting process
- Methods for providing ongoing feedback
- Methods for relating feedback to the mission and goals of an organization
- Characteristics of a successful performance appraisal meeting
- Functions and characteristics of employee development plans
- Promotion decisions and succession planning

Certificate

This course is part of the following certificates from Cornell University's School of Industrial and Labor Relations:

- **Human Resources Studies**
- **Human Resources: Performance Management**

Faculty Authors

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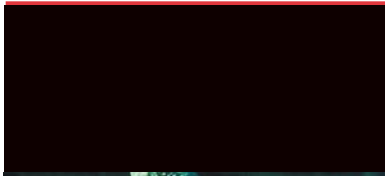
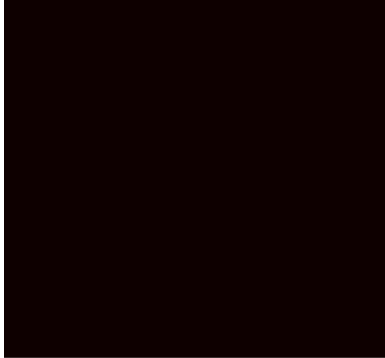
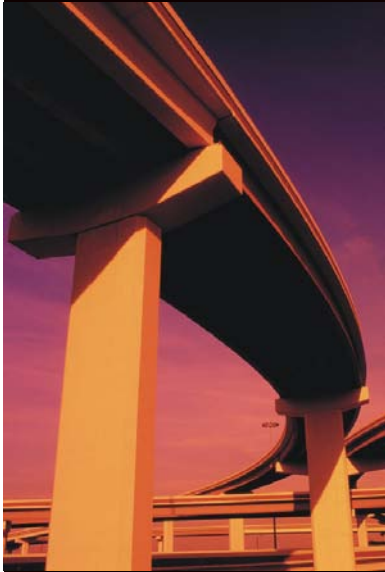
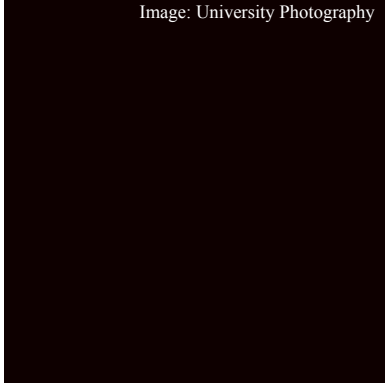


Image: University Photography



In 1865 Ezra Cornell had a vision.

“I would found an institution where any person can find instruction in any study.”

Established as the land-grant university of the State of New York, Cornell University has an extension and outreach mission unique to the Ivy League.

eCornell is the next step in achieving the vision.

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